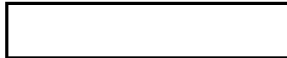


6 September 1957

MEMORANDUM FOR: Deputy Director (Support)

25X1A9A

ATTENTION :



SUBJECT : Report on Program of Executive Development for
Federal Administrators at the University of
Chicago 18 - 30 August 1957

1. Subject program was conducted by the University College of the University of Chicago in the International House. The International House located on the campus of the University was a donation by John D. Rockefeller as a residence for students from foreign countries participating in postgraduate work at the University. The facilities are similar to a YMCA with an international flavor. For the most part, the federal employees attending this program slept and ate at the International House and attended classes in lounges and recreational rooms of the International House reserved during this period for our program. Accordingly, because of our continual close association there developed close friendships and group discussions outside of classes which were equally as educational as the planned lectures.

2. The program consisted primarily of lectures seven hours a day. A summary of the schedule attached is as follows:

a. 9:00 - 12:00 a.m. -- Seminar on the Anatomy of Administration.

b. 1:00 - 3:00 p.m. --- Clinics on Decision Making, Communications, Human Relations and Leadership.

c. 3:30 - 5:30 p.m. --- Lectures on Communications, Human Relations, Society and the Administrator, and Ethics and Administrative Behavior.

The terms "seminar", "clinic", "lecture" are meaningless since in fact all were lectures. There was little or no opportunity given for group discussions or any other active group participation.

3. All the group leaders (lecturers) were extremely well educated and competent lecturers with well defined lecture schedules designed to expound all the social psychology that could be unearthed relating to organizations and executive action. There was a great deal of "stratospheric" theories, with little practical information, all of which was so inconclusive in nature that it is not possible to be specific on what the participant in the program learned in new ideas.

4. There follows a brief summary of the content of the various subjects covered in the program:

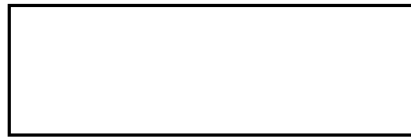
a. Anatomy of Organization. The study of administration is an objective analysis of cooperative group behavior. The lectures did not touch on technical methods of administration, but more with why organizations exist, how people are selected and induced to cooperate, how tasks are divided, the role of each person to the total effort, and personal motivations and restrictions. Primarily, these lectures were based on the psychological aspects of human behavior as relates to a successful organization. In addition, there was considerable analysis of the internal and external influences on organizations through people, i.e., personalities, morals, attitudes, sources of personal values, group identifications, and status symbols. This analysis of an organization naturally carried into the concepts of decision making, leadership, and source and exercise of authority.

b. Ethics of Administration. These lectures developed the history of the control of ethics from Platoism through the teachings of numerous philosophers to the present day. The principles of Epictetus, Machiavelli, Marx, Hobbs, Hegel, Dewey, Royce and others were expounded at great length. We learned of authoritarianism versus utilitarianism, casuistry, stoicism, and all the other isms developed throughout the ages with the conclusion that no single pattern or code can dictate our actions.

c. The clinics held from 1:00 to 3:00 p.m. every day were designed to fill us in with a brief summary of the other aspects of executive development which had been covered in other two-weeks and one-month groups. We were given the highlights of decision making, communications, and human relations in a broad brush theoretical treatment. Not only were the clinics repetitions of other lectures but the clinic lecturers succeeded in confusing us all by their violent differences of opinion from our other lecturers on the same subjects.

d. On the Friday night from 7:00 to 9:00 p.m. and all day Saturday, a workshop was conducted on the concepts of leadership and conducting meetings. This was the best part of the whole course. The group members participated in "moot" meetings, and it was demonstrated the effect of the poor leader who lets the committee run away with the subject, the poor leader who came to a meeting with his mind made up suppressing a group from any individual participation, and the good leader who could steer a committee toward the best possible solution. These were all demonstrated by actual committees established from the students to resolve certain problems placed upon them.

5. It was the University's philosophy that administration is basically the making of decisions, the communication of the decisions and the motivations of people who carry them out within an organizational concept. Accordingly, they did not attempt to teach the process of administration, but only to lecture about the process. Accordingly, it would be impossible for me to specify what I learned from this program, since it expounded all of the principles about which experienced administrators already know. However, it did lay out before us all of the processes (mental and otherwise) which we already know and enabled us to stand back and take a good look at our actions which may have become automatic over the years.



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Special Assistant to the
Deputy Director (Support)

SA-DD/S:WEB:ecb (6 Sept. 57)

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